



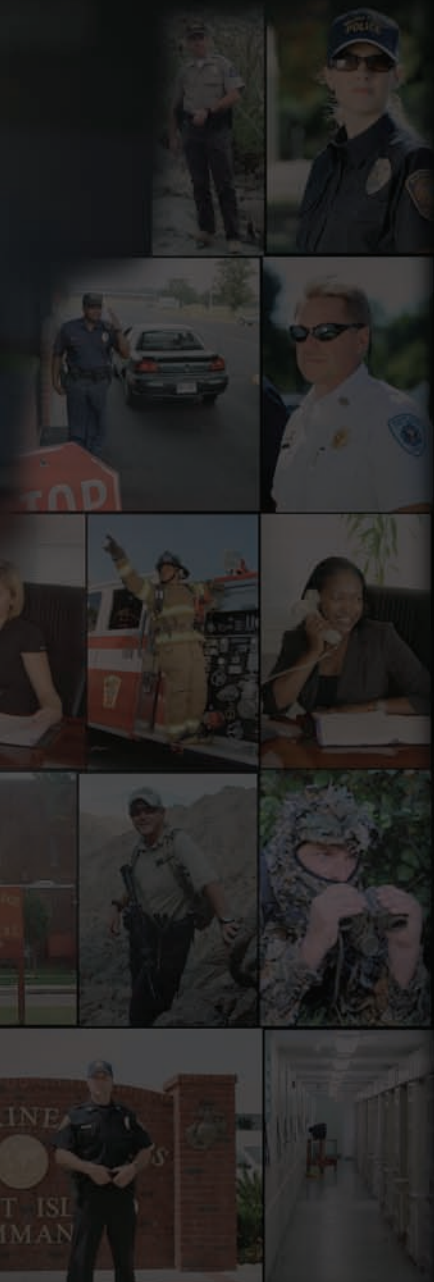
CAREER DEVELOPMENT GUIDE




UNITED STATES MARINE CORPS
Security and Law Enforcement
Civilian Community of Interest



CIVILIAN
MARINES





*Please visit the HQMC (or CMC PP&O)
Security Division (PS) Web site for
additional information and helpful links.*

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INTRODUCTION

Building a career is no longer about finding the right job and keeping it, but about making continual career choices in response to a rapidly changing labor market. Civilian Marines who make informed career decisions, make committed and engaged workers. They have greater ownership of their work roles and invest in their continued professional development. They are better collaborators, who are more likely to get along with their coworkers and supervisors, adding value

to their organizations. This Career Development Guide is designed to assist Civilian Marines in understanding the relationship between gaining proficiency in a particular occupational specialty, and charting a career path to advance or change careers. Using this guide, Civilian Marines will be able to make informed decisions to plan and advance their professional career development.

The Marine Corps, faced with the challenge of decreasing workforce resources and increasing workload, has heightened the importance of Human Capital Planning



as a means to successfully accomplish the mission in this challenging environment. Further, to get the maximum benefit from the workforce in this environment, it is imperative that all Civilian Marines maintain and enhance their professional skills. A career development plan is essential to ensure that Civilian Marines' training and developmental activities are strategically aligned to the Marine Corps mission. Supervisors and individual Civilian Marines share responsibility for developing and maintaining a Civilian Marine workforce that possess the skills required to accomplish the mission.

To be successful, Civilian Marines must take a positive and proactive approach to career development. To this end, all Civilian Marines are encouraged to pair with a mentor, participate in training courses, workshops, seminars and on-the-job developmental assignments. These activities will assist them in reaching their full potential and making their greatest possible contribution to the Marine Corps.



COMMANDANT OF THE MARINE CORPS MESSAGE

On 24 August 2001, General James Jones, 32nd Commandant, published his Commandant of the Marine Corps (CMC) Message, which articulated his vision and commitment to Civilian Marines, and the importance of civilian career and leadership development. In this message, General Jones assigned an organization within Headquarters Marine Corps, Manpower and Reserve Affairs (HQMC M&RA) to establish a common and cohesive program for civilian workforce and leadership development.

Additionally, General Jones emphasized the need to promote professional development within each Civilian Marine functional career field. To organize and lead the professional development, General Jones established 21 Communities of Interest (COIs) with each COI having the responsibility to promote professional development, competency development and career management with specific provisions that were relevant and appropriate to a particular COI.



Support for the Civilian Workforce Human Capital Planning Initiative was reiterated and reinforced when General Michael Hagee, 33rd Commandant, published his White Letter No. 01-03 on 7 January 2003. This directive established executive support for the continuation of General Jones' Civilian Workforce Campaign Plan (CWCP). General Hagee further identified four guiding tenets for the CWCP program:

1. We are fully committed to all members of our team - Uniformed and Civilian Marines.
2. All team members will embrace our core values - Honor, Courage and Commitment.
3. Our programs will support and sustain the highest level of performance across the work life cycle - recruitment through retirement.
4. There will be structure and opportunity for all to compete and maximize their professional potential - supporting the Marine Corps mission and considering personal goals.

“ *A career development plan is essential to ensure that Civilian Marines' training and developmental activities are strategically aligned to the Marine Corps mission.* ”

COMMUNITY OF INTEREST

As one of the 21 COIs initiated by General Jones, the Security and Law Enforcement (S/LE) community provides members with training opportunities and forums to discuss issues, share best practices and promote common interests. The S/LE COI is led by a senior civilian appointed by the CMC and a manager appointed by the COI leader. Each occupational series has at least one member assigned as a collateral duty representative.

Members of the S/LE COI develop, coordinate, integrate and oversee force protection policies, and sponsor selected critical programs to provide secure environments. These activities enable the operating forces and supporting establishments to successfully execute Marine Corps global missions. Members of this COI also include first responders to fires, public safety and medical emergencies, disasters and terrorist acts. Additionally, they ensure Marine Corps installations are secure by investigating crimes and coordinating with intelligence services across the Federal Government to prevent espionage and terrorism. The following occupational series are part of the S/LE COI:

- » **0006** – Correctional Administration
- » **0080** – Security Administration
- » **0081** – Fire Protection & Prevention
- » **0083** – Police
- » **0085** – Security Guard
- » **0086** – Security Clerical & Assistance
- » **1801** – General Inspection, Investigation, & Compliance
- » **1802** – Compliance Inspection & Support
- » **1810** – General Investigating
- » **1812** – Environmental Law Enforcement.



The S/LE COI has accomplished many objectives. The occupational series representatives have identified career paths, competencies, proficiencies and desired and required training courses for their respective series, which can be found in the Civilian Workforce Development Application (CWDA). This material was designed to enhance COI members' career opportunities, and maximize their growth potential as Civilian Marines. The S/LE COI also recognizes the contributions of Civilian Marines through an awards program. The Marine Corps Public Safety Civilian Awards Program has been established to recognize Civilian Marines for individual achievements that contribute to meeting organizational goals or improving the efficiency and effectiveness of the COI. The S/LE COI is determined to make a difference in the lives of each S/LE Civilian Marine.

SECURITY AND LAW ENFORCEMENT MISSION AND VISION STATEMENTS

MISSION

The Security and Law Enforcement Community of Interest creates professional development opportunities, provides community forums, and promotes the interests of Marine Corps Security and Emergency Service organizations.

VISION

To become an essential partner with installations and operating forces by providing Security and Law Enforcement members individual career development opportunities and a network for exchanging knowledge, improving communications, sharing best practices, and finding innovative solutions which will deliver improved organizational capabilities to meet future safety and security needs for Marines, civilians and their families.



CIVILIAN WORKFORCE CAMPAIGN PLAN

The CWCP was developed by HQMC M&RA to transform Civilian Marines into a workforce of innovative and distinctive team members, and to establish the Marine Corps as the “employer of choice.” The plan serves as a strategic roadmap to achieve a civilian workforce capable of meeting the challenges of the future.

Approximately 600 civilian and military members, including members from the Senior Executive Service (SES), were surveyed to identify critical issues affecting the Civilian Marine workforce. Based on these survey results, three key components were developed: Vision, Value Proposition and Strategic Goals.

The Vision: “The Marine Corps will be the employer of choice for a select group of civilians imbued with Marine Corps values of honor, courage and commitment. They will serve as expert, innovative and distinctive team members, dedicated to supporting our Nation’s finest fighting force.”

The Value Proposition: “Support our Marines. Be part of the Team.” A value proposition is designed to answer the question, “Why would a talented person want to work with us?”

Strategic Goals: Recognizing people as our most important asset, strategic goals were developed for the recruitment, development and retention of Civilian Marines.

CIVILIAN CAREER ADVOCACY BOARD

The Civilian Career Advocacy Board (CCAB) is comprised of Marine Corps’ Senior Executives. The CCAB was chartered by the Commandant to provide the Marine Corps vision for the civilian

workforce, and to develop and support the strategy for Civilian Marine leadership and career development. The CCAB is committed to assisting Civilian Marines with their professional development, and has taken an active role in executing CWCP strategies.

CIVILIAN MARINE LIFECYCLE

The Marine Corps has made a commitment to support Civilian Marines throughout their careers using the following work lifecycle:

- » **Recruit:** Attract quality people and recruit the best.
- » **Acculturate:** What it means to be a uniformed and Civilian Marine.
- » **Retain and Refresh:** Give people a reason to stay. Maintain an exceptional workforce by providing developmental opportunities and recognition for superior performance.
- » **Separate and Celebrate:** Recognize all service and show appreciation for contributions.

The Civilian Marine Corps work lifecycle is illustrated in Figure 1.

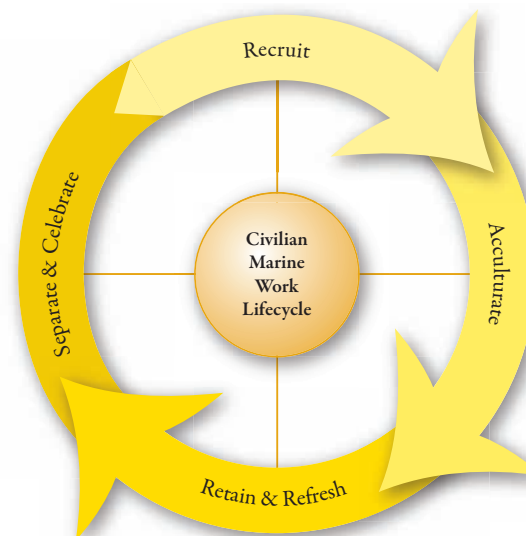


Figure 1

CIVILIAN MARINE ACCULTURATION PROGRAM

All uniformed Marines go through an acculturation program. The Civilian Marine Acculturation Program was created to provide Civilian Marines with similar opportunities to learn about the role of the Civilian Marine; Marine Corps organizations, culture, core values, customs and courtesies; and professional development tools. The goals of the acculturation program are to foster and promote recruiting, retention and long-term loyalty among current and future Civilian Marines.



CIVILIAN CAREER AND LEADERSHIP DEVELOPMENT

The Civilian Career and Leadership Development (CCLD) program is an initiative endorsed by the Secretary of the Navy (SECNAV) and the CMC to develop the leadership skills, knowledge and abilities required by Civilian Marines to deal with the challenges facing the Department of the Navy (DON). The focus of the CCLD program is on acquiring the professional competencies that have been identified as critical to the success of DON leaders. Once Civilian Marines are selected for the CCLD program, they choose mentors to work with them in initiating an Individual Development Plan (IDP), specifically designed to identify and address those competencies and career goals that need to be enhanced. The CCLD program is voluntary and is open to all Civilian Marines, regardless of grade level or time on station.

CIVILIAN MARINE MENTORING PROGRAM

The Civilian Marine Mentoring Program was developed by HQMC to retain and advance a diverse and competent workforce. Mentoring is defined as a personal and confidential partnership between two people (mentor and mentee), normally working in a similar occupational series or COI. A mentor is committed and able to share knowledge and experience, leading to enhanced performance by positively affecting another's personal growth over a well-defined timeframe. As a result of mentoring, the mentee gains confidence, independence and the ability to move forward autonomously in his or her career.

CIVILIAN MARINE PIN

The Marine Corps believes in recognizing service to the Corps. Authorized by the Commandant in ALMAR No. 005/03



a Civilian Marine service pin was created to emphasize the Corps' commitment to Civilian Marines, and recognize the value placed on their contributions. All Civilian Marines should

receive the Civilian Marine Service Pin upon initial hire and in five-year increments thereafter.

CAREER DEVELOPMENT PLANNING

Career planning is a lifelong process involving an evaluation of the Civilian Marine's own aptitudes and interests, gathering information about various occupations, setting career goals and developing a plan to achieve those goals. A well-conceived career plan will be sufficiently flexible to accommodate changing opportunities for professional development.



WHY IS CAREER DEVELOPMENT IMPORTANT?

To some, the word “career” means a progression of positions on a career path; to others, it means achieving recognition in a specialty with promotions. This guide considers career development a lifelong process of self-examination and planning that helps individuals integrate their goals with their organizations' needs.

Sound career development is a process that takes into account the circumstances surrounding life transitions and recognizes the changing nature of the workplace, the economy and the influence of politics and world events.

There are various steps in developing and implementing a career development plan. The following outline is provided to help establish and maintain the plan:

- » Ask yourself where you want to be professionally in 5-10 years
- » Identify your current competencies and interests
- » Identify gaps between where you are and where you want to be in the future
- » Establish goals that will help you achieve your desired career path
- » Set target dates to measure progress towards goals.

Focusing on career development helps Civilian Marines continually improve functional and leadership abilities in order to develop skills that are relevant to their organizations' needs. Employees benefit by acquiring the skills they need to manage their careers, increasing their confidence levels, improving communications within their organizations and developing a sense of personal empowerment.

“ *A well-conceived career plan will be sufficiently flexible to accommodate changing opportunities for professional development.* ”

PHASES OF CIVILIAN MARINE CAREER DEVELOPMENT PROCESS

Career development is an iterative process that provides a framework for Civilian Marines to identify and achieve career goals. This process is divided into four phases: Orientation, Assessment, Development and Execution.

ORIENTATION PHASE

Many Civilian Marines are unaware of all the career development options and tools available to assist them in developing their career development plans. To accomplish this first phase, Civilian Marines must become familiar with the career development process, which is illustrated in Figure 2.

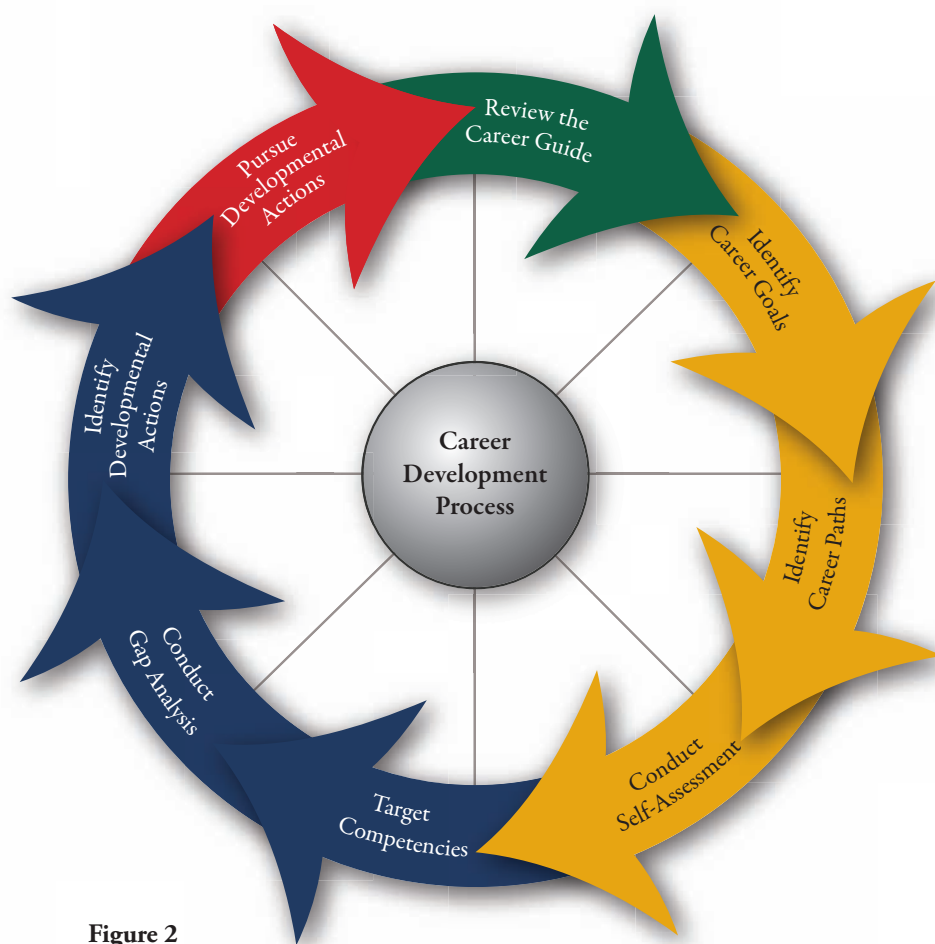


Figure 2

ASSESSMENT PHASE

In the second phase of the career development process, Civilian Marines identify career goals, identify career paths and conduct an individual self-assessment.

IDENTIFY CAREER GOALS

Establishing career goals helps Civilian Marines decide specifically what positions they desire to achieve in their given occupational series. Goals can include a variety of aspects, including desired organizational level, functional area and functional specialty.

“*When identifying a career goal, it is important to think strategically.*”

Career goals can be generic or specific. An example of a generic career goal is, “I want to gain experience in investigative techniques,” while a specific career goal might be, “I want to become the lead investigator at Marine Corps Base, Quantico, VA.” Although the two goals are fundamentally similar, they may represent different competencies and levels of proficiency.

Career goals can also be short-term or long-term. A short-term goal may involve qualifying for promotion, while a long-term goal may look many years into the future. Inevitably, it is up to each Civilian Marine to decide what combination of generic versus specific and short-term versus long-term goals works best.

When identifying a career goal, it is important to think strategically. One way to do this is to look at career goals in terms of the future, including looking ahead to see what technology-based skills,



business competencies and management skills each Civilian Marine needs to be successful in the Marine Corps. Similarly, strategic thinking by Marine Corps managers also identifies the technologies, competencies and skills that the Marine Corps must emphasize to fulfill its mission; thus, strategic thinking on the part of employees ensures a proper “fit” between what each Civilian Marine *wants* and what the Marine Corps *needs*.

During the process of identifying strategic career goals, each Civilian Marine should consider the following questions, and attempt to define personal responses:

- » What are you good at and enjoy doing?
- » In your current position, which types of assignments do you most enjoy?
- » What do you envision as your career path? What is your ultimate goal? What milestones do you see along the way?
- » What education and training courses will help move you toward your vision and goals? In which of these are you willing to invest your own resources?

IDENTIFY CAREER PATHS

Career paths also help to preserve and stabilize the Marine Corps workforce by providing Civilian Marines with valuable information about how they can progress in achieving long-term career goals without leaving the Marine Corps. The S/LE COI has developed career paths for each occupational series that can be found on the PS Division Web site under the Security and Law Enforcement Community of Interest tab.

There are many options available for career development and reaching career goals. Consult with a local Human Resources Office for specific policy and guidelines. Some of these options are:

- 1. Advancement:** Moving to the next higher position.
- 2. Lateral:** Moving within or across occupational series to develop new skills as a way to reach a career goal.
- 3. Change to Lower Grade:** Accepting a position for developmental purposes in a related or different occupational field that requires changing to a lower grade.
- 4. Mobility:** Accepting a geographical move to obtain developmental experiences essential to achieve career goals or advance to a desired grade level. Mobility is often a key factor in career planning.
- 5. Exploratory Research:** Actively investigating other options or taking temporary special projects or assignments as a collateral duty. Other forms of exploratory research include long-term training, developmental assignments, task force assignments or details.

CONDUCT SELF-ASSESSMENT

Once the career goal and path are established, the next step in the career development process is to perform a self-assessment of personal and professional competencies, based on experience acquired in the current career area or job role. A self-assessment is the process of gathering information about oneself in order to make informed career decisions and articulate current skills. Civilian Marines are responsible, with the assistance of their supervisors or mentors, for conducting self-assessments. As part of this process, consider the following:

- » Personal interests
- » Personal values
- » Roles and responsibilities
- » Skills and aptitudes
- » Preferred environments
- » Developmental needs
- » Realistic goals

It is good practice to dedicate time to career planning at least once a year, perhaps synchronized with the annual performance evaluation.

DEVELOPMENT PHASE

In the third phase of the career development process, Civilian Marines target competency standards, conduct gap analyses and identify developmental actions.

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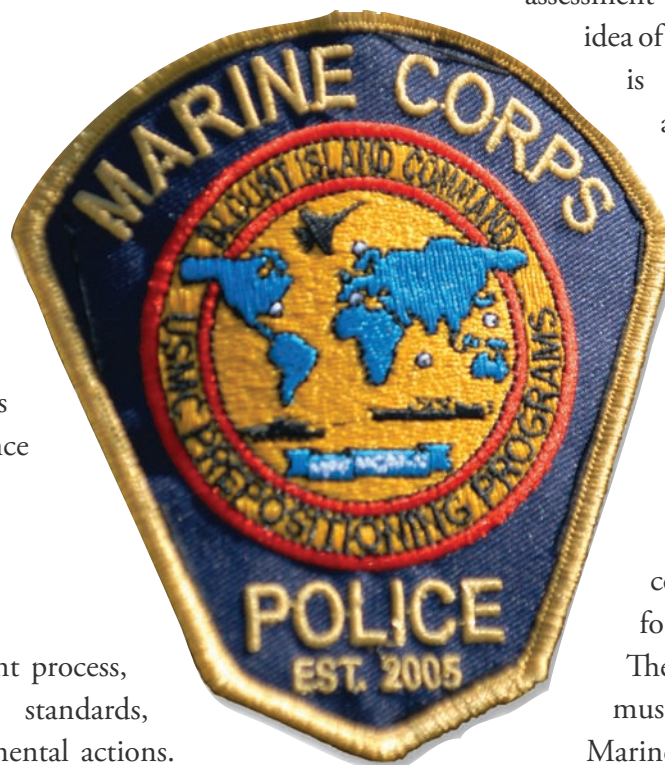
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TARGET COMPETENCIES

Target competencies are those competencies needed to achieve career goals. Identifying target competencies is a two-step process. First, Civilian Marines must identify the competencies associated with their current occupational series and grade levels, and the competencies associated with their desired occupational series and grade levels. The second step is for Civilian Marines to make a comparative assessment of their current proficiency levels for those competencies against the proficiency levels required to achieve career goals. This self-assessment should give each Civilian Marine a good idea of whether each of the required competencies is a strength or requires developmental action. After completing this step, Civilian Marines perform the gap analysis, discussed below.

CONDUCT GAP ANALYSIS

A gap analysis compares the current and target competency information to reveal possible gaps. A gap exists if the self-assessed target competency and proficiency level is lower than the competency and proficiency level standards for the current or target occupational series. The gaps identify the competencies that must be achieved to help fulfill each Civilian Marine's career goals. Significant gaps may be an



indication that a career goal is unrealistic and should be revisited or, at least, considered as part of a long-term plan. Supervisors and mentors can help determine if a career goal is unrealistic. In such a case, setting an interim goal to achieve the required qualifying educational degree, experience or certification may be required. After completing the gap analysis, Civilian Marines, working in conjunction with their supervisors and mentors, outline personal strategies identifying the learning and experience activities required to achieve their target competencies.

IDENTIFY DEVELOPMENTAL ACTIONS

After determining the target competencies that need development, each Civilian Marine should select appropriate developmental actions. Developmental actions are simply a combination of training or education and on-the-job experiences. Managers and Civilian Marines need to apply flexible solutions to identify these actions, based on the available developmental options. Civilian Marines are encouraged to discuss proposed developmental actions with their supervisors or mentors. Developmental actions may include, but are not limited to:

- » Formal Classroom Training
- » Self-Study
- » Distance Learning
- » Competitive Programs (e.g., Executive Leadership Program)
- » Developmental Assignments (e.g., Exchange Program)
- » On-the-Job-Training
- » Job Aides (e.g., checklists, procedure manuals and flow charts)
- » Mentoring
- » Shadowing
- » Work Teams/Projects (e.g., Integrated Process Teams)



DEFINE INDIVIDUAL DEVELOPMENT PLAN

IDPs help Civilian Marines link job experiences, developmental assignments and formal training with desired target competencies. Their use is intended to improve, enhance or maintain work performance by identifying activities that will help Civilian Marines and supervisors develop performance plans. The developmental activities identified should be realistic, achievable within a specified time frame and documented in the draft IDP. The draft IDP is then reviewed by a supervisor or mentor, as discussed in the next section.

REVIEW INDIVIDUAL DEVELOPMENT PLAN

Civilian Marines should discuss draft IDPs with their supervisors or mentors. These meetings are necessary to ensure that the time and resources invested in developing the IDP produces the desired results.

For the discussion to be successful, consider the following recommendations:

- » Ensure that the draft IDP is complete as possible.
- » Provide justification for the developmental activities and time frames that are selected, and be able to discuss the value of such investments to the organization and the Marine Corps.
- » Be certain that the “paths” identified are the most effective means of reaching career goals.
- » Estimate the costs of development, in terms of time and funding required, especially for training and education opportunities identified in the IDP.
- » Be open to alternative suggestions from the supervisor or mentor.

Once the review is complete, Civilian Marines should finalize their IDPs, based on the feedback given by their supervisors or mentors.

FINALIZE INDIVIDUAL DEVELOPMENT PLAN

Once the IDP has been finalized, the supervisor must formally approve the plan. Upon receiving approval, Civilian Marines can take actions to work toward targeted competencies to attain desired career goals.



EXECUTION PHASE

In the fourth phase of the career development process, Civilian Marines pursue developmental opportunities.

PURSUE DEVELOPMENT OPPORTUNITIES

Civilian Marines should make conscious choices to pursue work-based experiences (e.g., on-the-job training, targeted assignments), take training courses and engage in other professionally enriching activities as defined in their IDPs.

MID-YEAR REVIEWS

Mid-year reviews are recommended and should be conducted with supervisors or mentors to measure progress against IDP goals and make any necessary adjustments. Civilian Marines should regularly update their IDPs when developmental opportunities are completed and as new opportunities are identified. Civilian Marines who update their IDPs have the benefit of incorporating developmental actions completed in their annual performance evaluations.

CIVILIAN MARINE PROFESSIONAL DEVELOPMENT

Civilian Marines are encouraged and expected to perform at a high level of efficiency, advance their professional skills, develop leadership skills, manage their careers and align themselves with the organizational mission and goals. M&RA created the CWDA to aid Civilian Marines in achieving these professional development goals.

CIVILIAN WORKFORCE DEVELOPMENT APPLICATION

The CWDA is a Web-based tool designed to help guide Civilian Marines in their professional development, and to enable Marine Corps leaders to guide the development of the civilian workforce. The CWDA is designed for Civilian Marines to use and review information about career paths, and relevant training and development opportunities. The CWDA also provides information on the knowledge, skills and experience required for particular occupational series to foster Civilian Marines' planning for career progression. The CWDA is part of the Civilian Workforce Management Initiative to implement the CWCP.

The CWDA allows Civilian Marines to create assessments to rate their proficiency in the competencies required for a specific position and skill level. Civilian Marines may conduct self-assessments that are viewable by only the individuals who generate them. Alternatively, Civilian Marines may conduct standard assessments, which allow them to solicit inputs from mentors and supervisors. The information derived from the standard assessment will be used to maintain each Civilian Marine's competency profile. Additionally, Civilian Marines will be able to view other occupational series to

find out which competencies, proficiencies, training experiences and education may be required to make lateral career moves. All Civilian Marines should set up accounts in the CWDA and explore the database.

Highlights of the uses of the CWDA for both Civilian Marines and their supervisors are as summarized in the following table:

Employee	Leadership
1. View competencies	1. View series in each COI
2. Create functional/leadership competency/proficiency assessments	2. View competencies for occupational series in the COI
3. Compare proficiencies against specific COI templates	3. View professional development attributes in the COI
4. Record professional development attributes including academic credentials, certificate requirements, rotational assignment requirements and internship requirements	4. View positions in the COI by series, grade and activity
5. View positions by series and location	5. View reports and analytical outputs

CONCLUSION

Career planning on an individual level can lead to a personal sense of purpose and confidence that comes with working in a desired field. To the Marine Corps, career planning means a more professional and well-trained Civilian Marine workforce. This career guide was developed to motivate and provide Civilian Marines with the necessary resources to assess, plan and execute a desired career path that maximizes their growth potential. The S/LE COI will continually strive to professionalize, train and grow its members to help make the Marine Corps the “employer of choice.”



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Just as we are fully committed to the professional development of our Marines, we remain equally committed to our Civilian Marines. To achieve victory in the Long War and posture the Corps for the future, the expertise and competency of Civilian Marines are essential to ensuring the success of our Total Force team.

– James T. Conway, Commandant of the Marine Corps

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